MASS. EA10.2: F49/2

COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS
DEPARTMENT OF ENVIRONMENTAL MANAGEMENT

UMASS/AMHERST
312066 0271 2624 4

100 CAMBRIDGE STREET, BOSTON, MA 02202
PHONE 617-727-3180 FAX 617-727-9402
www.state.ma.us/dem/

Argeo Paul Cellucci
GOVERNOR

Jane Swift
LIEUTENANT GOVERNOR

Bob Durand
SECRETARY

Peter C. Webber
COMMISSIONER

February 29, 2000

Secretary Bob Durand
Executive Office of Environmental Affairs
100 Cambridge Street, 20th Floor
Boston, MA 02202

Senator Marc R. Pacheco, Senate Chair
Joint Committee on Natural Resources & Agriculture
State House, Room 109C
Boston, MA 02133

Representative Douglas W. Petersen, House Chair
Joint Committee on Natural Resources & Agriculture
State House, Room 473F
Boston, MA 02133

Dear Secretary Durand, Chairman Pacheco, and Chairman Petersen:

Enclosed you will find a final report on efforts undertaken by the Department of Environmental Management (DEM) to implement a FY 2000 General Appropriation Act directive relating to the citizen advisory committees (CACs) that have been established in connection with our facilities and programs. This report follows a preliminary report (Appendix A), which was filed by the Department on December 29, 1999, also pursuant to the following language contained in section 2, line item 2100-1000 of the vehicle:

> ... provided, that the department of environmental management shall conduct a review of, and prepare a report on, the citizen advisory committees established in connection with facilities and programs under the purview of the department; provided, further, that said report shall include recommendations for standards and uniform procedures for the

printed on recycled paper

committees established in connection with facilities and programs under the purview of the department; provided, further, that said report shall include recommendations for standards and uniform procedures for the establishment, operation, administration, and duration of said committees, with a particular focus on outreach efforts that will increase diversity representation within said committees and among the citizens of the commonwealth who visit the facilities and use the programs of said department; and provided further, that said report shall be filed with the secretary of environmental affairs, and the chairman of the joint committee on natural resources in preliminary form, no later than December 31, 1999 and, in final form, no later than February 28, 2000.

In calling for this report, the Legislature has presented to DEM an excellent opportunity to set forth recommendations that will enhance the cooperative efforts of our Department and our citizen advisory committees toward the protection of the Commonwealth's natural, cultural, and historic resources and the provision of quality recreational opportunities for all our citizens.

If you have any questions about this report, please feel free to give me a call. Thank you for your consideration and attention to this matter.

Very truly yours,

Peter C. Webber
Commissioner

FINAL REPORT AND RECOMMENDATIONS BY THE DEPARTMENT OF ENVIRONMENTAL MANAGEMENT ON THE CITIZEN ADVISORY COMMITTEES ESTABLISHED IN CONNECTION WITH FACILITIES AND PROGRAMS UNDER THE PURVIEW OF THE DEPARTMENT

February 29, 2000

Peter C. Webber, Commissioner

In the FY 2000 General Appropriation Act, the Massachusetts Legislature directed the Department of Environmental Management (DEM) to conduct a review and prepare a report on the citizen advisory committees (CACs) established in connection with the facilities and programs under our purview. The language of the directive asked that the report include recommendations for standards and uniform procedures for the establishment, operation, administration, and duration of the CACs, with a particular focus on outreach efforts that will increase the diversity representation within their memberships and among the citizens of the Commonwealth who visit the facilities and use the programs of the Department. It called for the filing of a preliminary and a final report with the Secretary of Environmental Affairs and the Chairmen of the Joint Committee on Natural Resources, the former that was submitted, in accordance with the directive, on December 29, 1999, and the latter that follows herewith.

The "Final Report and Recommendations by the Department of Environmental Management on the Citizen Advisory Committees Established in Connection with Facilities and Programs under the Purview of the Department" outlines the process and methodology used by the Department in conducting this review, as well as the resultant findings. It also contains the requested recommendations arrived at by DEM as an outgrowth of this effort. Various Appendices provide elaborative detail.

As a starting point for preparation of the Final Report and recommendations, a letter was sent by the DEM Commissioner to the chairs of the CACs requesting information and documentation about the establishment of their committees; lists of current members; the dates of initial appointment and any reappointment for each member; and, copies of any existing bylaws. Appendix B to this document includes the letter that was sent by the

Commissioner to the chairs, some examples of responses received, and a chart that summarizes the information that was submitted by the chairs or otherwise gathered by DEM staff. As you will see, the information received showed that the Commissioner of the Department of Environmental Management has, over the years, established 24 Citizen Advisory Committees in connection with facilities administered by the Department,[1] and the Legislature has created an additional four similar entities.[2] Many of these CACs, although never formally disbanded, no longer meet. Many of those that remain meet periodically, but their members have not changed for years, have dwindled from attrition, or represent a relatively narrow spectrum within the wide range of interests associated with use and management of a given state park facility. There also exist no standards, rules, informal or otherwise, relating to duration of terms for either the CACs or their members; there are also no set procedures regarding replacement or reappointment of members. In some instances, the original purposes for which a given advisory committee was formed have been achieved or have become out-of-date.

To insure that today's advisory committees can be successful in advancing agency goals and in representing citizen interests, we need to support them with clear and up-to-date charters, as well as clear, consistent standards for operation. We must also strive to have all such committees represent and reflect, to the fullest extent possible, today's diverse forests and parks recreational users and today's standards of resource management and protection.

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[1] From at least 1968, the Commissioners of DEM established advisory committees to assist them in carrying out the responsibilities assigned to the agency under G. L. Chapters 21 and 132A.

[2] Walden Pond State Reservation's "Board of Directors," created in 1974, Chapter 639; South Cape Beach State Park's advisory committee, established in 1982, Chapter 287; and Mt. Tom State Reservation's citizen advisory committee established in 1990, Chapter 150. With the exception only of South Cape Beach, all members of these committees are appointed by the Commissioner of DEM. Also established by the legislature was the Blackstone River and Canal Commission, in 1981, Chapter 568 (as amended by Chapter 51 of the Acts of 1982). The Commission has many powers, one of which is make recommendations to the Commissioner of DEM regarding the establishment of a Blackstone River and Canal Heritage Park.

Recognizing that a key component in the preparation of the final recommendations by DEM would be input obtained from the members of the citizen advisory committees, the Department invited them, along with the members of our Friends' Groups, to join us for a meeting and dialogue on January 29, 2000, at which we heard from them about their experiences serving as volunteers in support of state forests and parks facilities. In addition, DEM solicited member comments in the form of a letter and questionnaire, included with this document as Appendix C; in total, 450 questionnaires were mailed to the chairs of the 28 CACs for distribution to their members. The questionnaire, as you will note, sought information from the members on their length of service and their motivation in becoming members; on accomplishments and frustrations they have experienced during their tenure; on the most significant functions to their roles as CAC members, both currently and, in their view, ideally; and on the relative importance of certain factors to the effective administration of CACs. The questionnaire also requested information aimed at identifying demographic characteristics of the members.

As of this date, there have been 68 respondents to the questionnaire, which represents a 15% participation rate. The findings are presented in Appendix D to this report. In general, it can be noted that:

- 49% of the respondents have been CAC members for more than ten years, and 21% have been members for more than twenty years

- 29% were prompted to become CAC members because of their interest in conservation and recreation issues, 26% because of their interest in the particular facility, and 10% because of their interest in a specific project, 10% were abutters, and 6% were park users

- In noting their most satisfying accomplishment during their tenure on a CAC, 35% of respondents cited facility improvements and additions, 21% management

planning, 18% the assistance they had provided to the Department, and 10% the successful completion of specific projects

- In noting their greatest frustrations during their tenure on a CAC, 31% cited lack of funding, 19% differences between their desires and DEM actions, 15% delays and inaction by the Department or state, 12% the "too political" nature of the personal agendas of members or CACs, and 12% treatment by DEM that they viewed as unfavorable

- In terms of CAC functions viewed as significant in their roles as currently performed, "advocacy to DEM administration" was ranked high by 77%, "park policy development" by 67%, and "park policy review" by 66%

- In terms of CAC functions viewed as ideally significant, "advocacy to DEM administration" was cited as high by 90%, "advocacy to Legislature" by 84%, and "park policy review" by 82%

- On factors important to the effective administration of CACs, communication with park staff" was ranked high by 95%, "communication with DEM Administration," by 86%, and "communication with community leaders" by 76%

- Demographically, the results of the questionnaire submitted by 68 members show that 65% are male, 95% Caucasian, and 54% are over 60 years of age. Approximately 35% are full-time employees, 32% are retired, 22% are self-employed, and 7% are homemakers. Approximately 41% have a graduate degree, and 23% have a bachelor's or other four-year degree. 74% earn more than $45,000 per year.

For the purpose of developing proposals for the recommendations on standards and uniform procedures for CACs, as directed by the Legislature in the FY 2000 G.A.A., a working group was formed within the Department that both reviewed the information obtained from the advisory committees and evaluated statutory or other mechanisms that govern such bodies at the federal level and in other states.

It is the Department's consensus that for the valuable work of the citizen advisory committees to be best accomplished, and to provide the underpinnings for mutual, productive communications between the members and the DEM administration and field staff, it will be

beneficial to establish clear and consistent standards for the creation and duration of such committees, and rules of operation. Through the implementation of such mechanisms, advisory committees can become even more effective advisors for the agency, while at the same time representing and advocating for the broad public interest by reflecting the diverse array of people served by and resources conserved within the Commonwealth's state forests and parks system.

The CACs have provided, since their inception, valuable assistance to DEM, our facilities, and programs. We respectfully submit the following recommendations, which we believe will advance us toward the goal of enhancing our cooperative efforts with the advisory committees toward the protection of the Commonwealth's natural, cultural, and historic resources and the provision of quality recreational opportunities for all our citizens.

RECOMMENDATIONS

I. STANDARDS

The Department recommends that all CACs whose members are appointed by the Commissioner of DEM be established in accordance with the draft standards and procedures outlined in Appendix E. These new standards would apply to both standing committees, which would serve on an ongoing basis, with staggered terms for members, and to time-limited committees, which would be accorded a specific charge or task. The policies and procedures speak matters surrounding the establishment and purpose of CAC; their powers and duties; and conduct of the committees.

II. TRANSITION PERIOD FOR EXISTING CACs

In the case of existing CACs whose members are appointed by the Commissioner of DEM, the Department recommends that a transition plan be executed over the next 12 months to move them toward implementation of the standards described above. Under this transition plan, all current members who are interested in continued service would be given the opportunity to reapply for appointment under the new standards, with staggered terms. Where deemed appropriate, DEM, in consultation with local legislators, would reconstitute and expand upon the membership of the CACs to meet the Legislature's charge to "... increase diversity representation within said committees and among the citizens of the commonwealth who visit the facilities and use the programs of said department ...."

APPENDIX A

COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS
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December 29, 1999

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Bob Durand
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Dear Secretary Durand, Chairman Pacheco, and Chairman Petersen:

I am writing to provide you with a preliminary report on efforts undertaken by the Department of Environmental Management (DEM) to implement a FY 2000 General Appropriation Act directive relating to the citizen advisory committees (CACs) that have been established in connection with our facilities and programs.

The language of section 2, line item 2100-1000 of the vehicle reads as follows:

> ... provided, that the department of environmental management shall conduct a review of, and prepare a report on, the citizen advisory committees established in connection with facilities and programs under the purview of the department; provided, further, that said report shall include recommendations for standards and uniform procedures for the establishment, operation,

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administration, and duration of said committees, with a particular focus on outreach efforts that will increase diversity representation within said committees and among the citizens of the commonwealth who visit the facilities and use the programs of said department; and provided further, that said report shall be filed with the secretary of environmental affairs, and the chairman of the joint committee on natural resources in preliminary form, no later than December 31, 1999 and, in final form, no later than February 28, 2000.

As a starting point for preparation of the final report and recommendations, I have written to the chairs of the CACs requesting information and documentation about the establishment of their committees; lists of current members; the dates of initial appointment and any reappointment for each member; and, copies of any existing bylaws. Our final report will include a compilation of this information, as an Appendix.

In addition, for the purpose of developing proposals for the above-mentioned recommendations on standards and uniform procedures for CACs, a working group has been established within the Department that will both review the information obtained from the advisory committees, and evaluate statutory or other mechanisms that govern such bodies at the federal level and in other states.

A key component in the preparation of the final recommendations by the Department will be input obtained from the members of the citizen advisory committees. I anticipate that the Department will be holding a public meeting with the members, as well as conducting a survey, toward that end.

The CACs have provided, since their inception, valuable assistance to DEM, our facilities and programs. In calling for this report, the Legislature has presented to the Department an excellent opportunity to set forth recommendations that will enhance our cooperative efforts toward the protection of the Commonwealth's natural, cultural, and historic resources and the provisions of quality recreational opportunities for all our citizens.

If you have any questions about this matter, please feel free to call me or Anne Fiesinger (626-1312), who is managing the ongoing CAC review and development of the final report and recommendations.

Very truly yours,

Peter C. Webber
Commissioner

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Peter C. Webber
COMMISSIONER

December 13, 1999

Ms. Leslee Willitts
Chair
Cochituate State Park Advisory Council
78 Johnson Street
Framingham, MA 01701

Dear Ms. Willitts:

I am writing to solicit your assistance in preparing a report that the Massachusetts Legislature has asked the Department of Environmental Management (DEM) to submit regarding our citizen advisory committees.

To provide you with some context to this request, the FY 2000 General Appropriation Act approved by the Legislature and signed by the Governor on November 16, contains, at section 2, line item 2100-1000, the following language:

> ... provided, that the department of environmental management shall conduct a review of , and prepare a report on, the citizen advisory committees established in connection with facilities and or programs under the purview of the department; provided, further, that said report shall include recommendations for standards and uniform procedures for the establishment, operation, administration, and duration of said committees, with a particular focus on outreach efforts that will increase diversity representation within said committees and among the citizens of the commonwealth who visit the facilities and use the programs of said department; and provided further, that said report shall be filed with the secretary of environmental affairs, and the chairman of the joint committee on natural resources in preliminary form, no later than December 31, 1999 and, in final form, no later than February 28, 2000.

As a starting point, we would like to include in our report:

- A list of existing citizen advisory committees
- A description of when and how each committee was established, including letters or documentation effecting its creation
- For each committee, a list of current members
- For each member, the date of initial appointment and of any subsequent reappointment
- Any bylaws that have been adopted by existing advisory committees

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We are actively reviewing our records and would greatly appreciate your forwarding, no later than January 19, any pertinent information relative to the origins and membership of your advisory committee. Please direct this information to Anne Fiesinger, at the Boston DEM office, whom I have asked to coordinate the preparation of the reports.

I anticipate that as we work toward submission of our final report and recommendations, the Department will be seeking your further input through both a survey and a public meeting.

DEM is grateful for the valuable assistance our advisory committees have provided, since their inception, to our agency, and its facilities and programs. We look forward to working with you to further our cooperative efforts toward the protection of the Commonwealth's natural, cultural, and historic resources and the provision of quality recreational opportunities for all our citizens.

Very truly yours,

Peter C. Webber
Commissioner

DEM Advisory Committees
and Contact Names
(as of 12/99)

Group Name	Park Affiliation	Title	Last Name	First Name
Mt. Greylock State Reservation Advisory Committee	Mt. Greylock State Reservation	Chairman	Phelps	Harley
Otis Reservoir Advisory Committee	Tolland State Forest	Chairman	Amanti	Mark
Blackstone River and Canal Commission	Blackstone River and Canal Heritage State Park	State Senator	Moore	Richard T.
Cochituate State Park Advisory Council	Cochituate State Park	Chair	Willitts	Leslee
Marlboro-Sudbury State Forest Advisory Committee	Marlboro-Sudbury State Forest	Chairman	Burke	David
Wachusett Mountain State Reservation Advisory Committ	Wachusett Mountain State Reservation	Chair	Sullivan	Tom
Whitehall State Park Advisory Committee	Whitehall State Park	Chairman	August	Paul
Connecticut River Greenway State Park Advisory Council	Connecticut River Greenway State Park	Chair	Hubley	Robie
Norwottuck Rail Trail Advisory Committee	Connecticut River Greenway State Park	Chairman	Swift	Arthur
Lake Wyola State Park Advisory Committee	Lake Wyola SP/Carroll A. Holmes Recreation A	Co-Chair	Brady	James
Lake Wyola State Park Advisory Committee	Lake Wyola SP/Carroll A. Holmes Recreation A	Co-Chair	Stone	Randall
Mt. Holyoke Range State Park Advisory Committee	Mt. Holyoke Range State Park	Chairman	Buckhout	Merle
Mt. Tom State Reservation Citizens Advisory Committee	Mt. Tom State Reservation	Chair	Simon	Karen
Boxford State Forest Advisory Committee	Boxford State Forest	Chairman	Prohl	Mel
Great Brook Farm State Park Advisory Board	Great Brook Farm State Park	Acting President	Toscano	Joseph
Halibut Point State Park Advisory Committee	Halibut Point State Park	Chair	Davis	Marjorie
Harold Parker State Forest Advisory Committee	Harold Parker State Forest	Chairman	King	Thomas
Lawrence Heritage State Park Advisory Committee	Lawrence Heritage State Park	Chairperson	Burke	David
Roxbury Heritage State Park Advisory Committee	Roxbury Heritage State Park	President	Bynoe	John
Sandy Point State Reservation Advisory Committee	Sandy Point State Reservation	Chairman	Rossano	Tom
Walden Pond State Reservation Board of Directors	Walden Pond State Reservation	Chairman	Bassett	Ken
Borderland State Park Advisory Board	Borderland State Park	Chairman	Hocking	William
F. Gilbert Hills State Forest Advisory Council	F. Gilbert Hills State Forest	Chairman	Gilby	Tony
Horseneck Beach State Reservation Advisory Council	Horseneck Beach State Reservation	c/o Horseneck Beach SR	Prenda	Joseph
Manuel F. Correllus State Forest Advisory Committee	Manuel F. Correllus State Forest	Chairman	Robinson	Thomas
Myles Standish State Forest Advisory Council	Myles Standish State Forest	c/o Myles Standish SF	MacKenzie	Robert
Nickerson State Park Advisory Committee	Nickerson State Park	c/o Nickerson SP	Nicolle	Steven
South Cape Beach State Park Advisory Committee	South Cape Beach State Park	Chairman	Kirsner	Morris
WBNERR Advisory Committee	Waquoit Bay National Estuarine Research Reser	Chairman	Swain	Charles

APPENDIX B

COMMONWEALTH OF MASSACHUSETTS
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December 13, 1999

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I anticipate that as we work toward submission of our final report and recommendations, the Department will be seeking your further input through both a survey and a public meeting.

DEM is grateful for the valuable assistance our advisory committees have provided, since their inception, to our agency, and its facilities and programs. We look forward to working with you to further our cooperative efforts toward the protection of the Commonwealth's natural, cultural, and historic resources and the provision of quality recreational opportunities for all our citizens.

Very truly yours,

Peter C. Webber
Commissioner

17 January 2000

Commissioner Peter Webber
Department of Environmental Management
100 Cambridge Street
Boston, MA 02202

Dear Peter,

On behalf of the Walden Pond Board of Directors I would like to provide you with information requested in your letter of 13 December 1999.

The Walden Pond Board of Directors was established by Chapter 638, Acts of 1974, Section 4. The Board, which came into existence January 1, 1975 when Walden Pond State Reservation came under the jurisdiction of the Department of Natural Resources, has been in existence since that date acting in an advisory capacity.

The Board has functioned for 25 years with seven members as stipulated in the Act. A cross section of interests and expertise has generally guided the appointments of Board members by the Commissioner, including:

1. A representative nominated by the each of the Towns of Lincoln and Concord. These members, who often have served or are currently serving on boards or commissions in their respective towns, serve to facilitate communications between DEM and the towns' leadership.

2. An individual with an expertise in the history of Thoreau's writings and philosophy.

3. Individuals with expertise in planning and environmental issues, including the larger area concerns of Walden Woods.

4. The balance of members represent the interests of a cross section of daily Reservation users.

Over the years, the Board has advised on the full range of Reservation management and facilities planning issues. This role has included receiving monthly reports on staffing and operation issues; participation in the selection of the Reservation's supervisor; receiving briefings on budget planning; and participation in capital improvement planning and site restoration design. As you know, The Gardiner report, which was completed in 1974 and adopted by the Department of Natural Resources (now DEM), has served as the guide for the restoration of Walden Pond State Reservation, and the Board has been an active participant in the interpretation of that document as it has related to Pond edge restoration, visitation capacity issues, changes to the organization of parking and roadways, and in the future the redesign of maintenance and visitor center facilities. Of significance also is the Board's participation in the preparation and implementation of the GOALS plan. This document provides an in depth guide for maintenance, operation, and capital improvements and we work closely with DEM staff to follow its recommendations.

Walden Pond State Reservation Board of Directors
c/o Kenneth E. Bassett
37 Page Road, Lincoln, MA 01773

Our Board meets monthly at the Reservation with the Reservation Supervisor, Region 2 Supervisor, the DEM Director of Project Management, and other DEM personnel as appropriate. The minutes of our meeting are circulated to appropriate DEM officials, our local State Representatives, our State Senator, and representatives of Walden Woods. Our current membership includes two individuals, Ken Bassett and Jackie Davison, who have served continuously since the Board's inception, Helen Bowdoin (appointed 1993), Marilyn Lund (appointed 1993), Carrie Flood (appointed 1998), Sandy Stott (appointed 1998), and David Katsuki (appointed 1998). Both Mr. Bassett and Ms. Davison served on the original study committee appointed by the Middlesex County Commissioner Paul Tsongas to study the advisability of removing Middlesex County from the role of Reservation Manager and transferring that responsibility to the Commonwealth's Department of Natural Resources.

The Walden Pond State Reservation Board's approach to advising DEM is to work in a cooperative fashion by collecting information on issues where appropriate, interacting with DEM staff on possible solutions, and presenting recommendations for action based on our view as a community-based group. Where support from Legislators on issues affecting the Reservation and/or the Agency would be helpful to DEM, we make contacts as appropriate while keeping DEM fully apprised of such activities.

I hope this letter addresses your needs, and our Board appreciates the opportunity to serve the Department of Environmental Management.

Yours truly,

Kenneth E. Bassett
Chairman, Walden Pond Board of Directors

KEB\dlw\n\a\bassett\walden\l-pw111

cc: Board Members

Walden Pond State Reservation Board of Directors
c/o Kenneth E. Bassett
27 Bass Road, Lincoln, MA 01773

RECEIVED
JAN - 4 2000
Commissioner's Office

Wachusett Mountain Advisory Council
Thomas E. Sullivan, Chairman
60 Greene Road
Princeton, MA 01541
978 464-2032

January 3, 2000

Peter C. Webber
Commissioner
Department of Environmental Management
100 Cambridge Street
Boston, MA 02202

Peter

Dear Commissioner Webber,

Enclosed is the information you requested about the Wachusett Mountain Advisory Council.

The WMAC mission statement contains information about our history and date of inception. The roster is up to date, with recent resignations noted. The appointment dates provided are the best information I have without going through old meeting minutes. Those in question predate my chairmanship which began in July 1997.

Please note the WMAC is to be restructured and new appointments made this month. The proposed make-up and by-laws were presented to DEM in July 1999.

I trust this information will be helpful. Please feel free to contact me if you need additional assistance.

Sincerely,

Lawrence Heritage State Park

One Jackson Street
Lawrence, MA 01840
978-794-1655

December 21, 1999

Ms. Anne Fiesinger
Department of Environmental Management
100 Cambridge Street
Boston, MA 02202

Dear Ms. Fiesinger:

I am writing in response to Commissioner Webber's request for information on the citizen advisory committee of Lawrence Heritage State Park. Review of the committee's files has yielded most, if not quite all, of the information you seek.

For the current advisory committee membership, please see the enclosed list. Unfortunately dates of initial appointment could not be determined for all members. Due to retirements there are now two vacancies on the Board, one Commissioner's appointment and one Mayor's appointment. We will soon make recommendations for filling these positions.

As for the origins of the board, I have enclosed copies of documents which indicate that the board was first formed in late 1986, and held its first meeting on February 4, 1987. This was done in accordance with Policy Directive #607.

If you need additional information, please do not hesitate to call.

Sincerely,

David R Burke

David Burke, Chair
Management Advisory Board

Ms Anne Fiesinger
Department of Environmental Management
100 Cambridge Street
Boston, MA 02202

Dear Ms Fiesinger,

I am responding to a letter from Commissioner Webber. He requested information on citizen advisory committees associated with DEM facilities. I am chairman of the Norwottuck Rail Trail Advisory Committee. Below you will find the information that he requested.

1. Creation of the Advisory Committee: The first meeting of what was to become the Rail Trail Advisory Committee was in February of 1992. For the first year the group met regularly to discuss a range of issues including the eventual name of the facility. DEM staff convened meetings. When the trail opened in the summer of 1993, the Norwottuck Rail Trail Advisory Committee came into existence. Meetings are held monthly from March to November.
2. Current membership: The official membership includes three representatives appointed by each of the three Communities served by the Rail Trail. The park supervisor and the associate director for Region IV attend all meetings. Often there are visitors interested in talking about particular issues: beaver control, public art, maintenance, etc.
    a. Amherst Representatives:
        - Arthur Swift (36 Pondview Drive, Amherst, MA 01002), chair, and original member.
        - Pete Westover (Town Hall, Amherst, MA 01002), Amherst conservation director and original member
        - Barbara Francis (218 Strong Street, Amherst, MA 01002), appointed 1999.
    b. Hadley Representatives:
        - David Farnham (20 Newton Lane, Hadley, 01035), appointed 1994.
        - Ralph Kendall (19 High Meadow Road, Hadley, 01035), an original member from Amherst, moved to Hadley, appointed 1998.
    c. Northampton Representatives:
        - Frank Olbris (284 N. Farms Road, Florence, 01062), original member.
        - Charlotte Kitowski (71 Sheffield Lane, Florence, 01062), Original member.
        - James Lowenthal (261 Crescent Street, Northampton), appointed 1998.
    d. Since the communities appoint members, there is no regular procedure for reappointments. People serve as long as they are able to attend meetings and have an interest in the issues.

3. By-laws: There are no official by-laws. The chair keeps minutes and calls the meetings. On the rare occasion when a vote is taken, the majority rules. DEM staff members do not vote.

The Advisory Committee meetings attract visitors who are interested in cycling issues. On occasion it has become a forum for discussion of plans to expand the local network of bikeways. Public safety officers from the local communities attend. We have heard presentations from local artists who want to create art projects along the Rail Trail. Local businesses have requested spur trails to encourage cyclists to visit their establishments. The Advisory Committee also acts as a political advocate for the completion of the Rail Trail.

Sincerely yours,

Arthur R. Swift

Arthur R. Swift
Chair, Norwottuck Rail Trail Advisory Committee

MORRIS KIRSNER
ATTORNEY AT LAW
50 CONGRESS STREET
SUITE 615
BOSTON, MASSACHUSETTS 02109

TELEPHONE 52
AREA CODE
FAX (617) 742

January 15,2000

Commonwealth of Massachusetts
Department of Environmental Managemen100
Cambridge Street
Boston, MA.02202

Attention: Peter C. Webber, Commissioner

Dear Commissioner:

I am responding to your letter of December 13th a copy of letter being herewith enclosed. I am sorry for the delay but this letter did not come to my attention until last Friday, January 15th, 2000.

The South Cape Beach State Park Advisory Committee was established about December of 1975 by the Department of Environmental Management and the Board of Selectmen for the purpose of assisting and advising the Department in the acquisition, planning, development and management of the South Cape Beach Area which consists of approximately 430 acres of land as a State Park.

HOUSE Bill 4384 (Acts if 1982- Chapter 287) was filed by the then Representative Jeremiah Cahir with the endorsement of Richard Kendall, then Commissioner of "DEM", Town Officials and the "Advisory Committee. The Act authorized "DEM" to acquire South Cape Beach and it also included the amended Agreement of June of 1981 by and between the Commonwealth of Massachusetts Department of Environmental Management) and the Town of Mashpee. It was passed by both the House of Representatives and the Senate on June 28,1992 and signed by Governor Edward J. King on July 10, 1982 at the site of the Town Beach,

The Act legally preserves and perpetuates the South Cape Beach in its natural and unspoiled state for use by the public for future generations. It additionally gives the "Advisory Committee" a permanent status (legislative existence).thus assuring the Town and its citizens of the means and opportunity of expressing their views and opinions at all times relative to the design, development and use of the "Park".

The existing members of the Committee (with voting authority) are:

Morris Kirsner, Chairman
William Martyrs Vice Chairman
Jerry Monaghan Secretary, Clerk
Catherine Conroy
C. Ben Lofchie
Francis LeBaron
John W, Cramer Jr.
Renee King Fudala

The four ex officio non-voting members are:

Senator Henri Rauschenbach	Cape and Island Senatorial District
Representative Nancy Caffyn	Third Barnstable Representative District
Truman Henson	Representative of Costal Zone Management
Phillip Coates	Representative of the Department of Fisheries, Wildlife amd Environmental Management

I do not have the original dates of the initial appointment of the voting members. I do know that I was appointed as a member and Chairman in 1975. I believe that William Martiros, Jerry Monaghan and Catherine Conroy were appointed several years later. Ben Lofchie, John Cramer, Francis LeBaron about seven years ago and Renee Fudala within the past four years.

The first eight of the above named members are citizens of Mashpee and are appointed by the Board of Selectmen of the Town of Mashpee. The remaining three members are appointed by the Board of Selectmen of the respective Towns The term of each Mashpee member is one year

The meetings have been conducted pursuant to the Open Meeting Law. The procedures and voting are pursuant to Roberts Rules of Order. There is active participation by each member. A member of the Board of Selectmen is designated as its liaison to attend "Advisory Committee" Meetings. The Public is invited to attend and express its views and opinions.

Should you wish further information simply request your representative to contact me.

My best wishes to you for a healthy and happy New Year.

Sincerely

Morris Kirsner

copy: Ann Fiesinger
scb2000

Citizen Advisory Committee (CAC)	Date CAC Established	Method CAC Established	Current membership/Dates of appointment or reappointment	CAC Bylaws	Documentation Received	Notes
Blackstone River and Canal Commission	November-81	St.1981, C.568; as amended by St.1982, C.51				
Borderland State Park Advisory Council	December-72		Senators Jo Ann Sprague and Robert Creedon, Representatives Louis Kafka, Barbara Hyland, Geraldine Creedon and David Flynn, William O. Hocking (Chair since 1978), Paul Berry, John Kent, Anne Stempka [ret.], Robert Babineau (DEM), Forrester Clark (DEM), Don Kupperstein, Frank Moore, Susan Pailler, Oakes Plimpton, Jean Santos, Robert Sims, John Ventresco, Commissioner Peter Webber (DEM), Director Todd Frederick (DEM)	None	Response letter, membership list	Members comprised of surrounding town appointees, state appointees, and ex-officio figures. There have been many reappointments, although there are no dates of appointment or reappointment included in the letter. Letter mentions that "our [DEM] office" will have the dates of state appointees. There are no by-laws - the council merely offers only advice and consent to DEM.
Boxford State Forest Advisory Committee	June-81					

DEM Citizen Advisory Committees (CACs)
Summary Listing

Citizen Advisory Committee (CAC)	*Date CAC Established*	*Method CAC Established*	*Current membership/Dates of appointment or reappointment*	*CAC Bylaws*	*Documentation Received*	*Notes*
Cochituate State Park Advisory Council	January-88					
Connecticut River Greenway State Park Advisory Council	July-95					
F. Gilbert Hills State Forest Advisory Council (aka Three State Forests Advisory Council)	June-87	DEM - Commissioner Gutensohn	Dave Risch / 1987; Paul Remington / 1987; Lawrence Rettman / 1987; Jeffrey Plante / 1987; Irmgard Kok / 1987; Gary Martin; Thomas Deakins; Anthony Gilby; Dave Risch; Pete Lewis (not officially - 1987); Laurie Cantwell (not officially - 1987)	None	Response letter from Ron Clough (Park Supervisor)	"The present Council has a very loose membership requirement. There are no by-laws or rules to follow. The original membership agreed to manage by a consensus rather than official votes of yeas and nays."
Great Brook Farm State Park Advisory Board	June-76					

Citizen Advisory Committee (CAC)	Date CAC Established	Method CAC Established	Current membership/Dates of appointment or reappointment	CAC Bylaws	Documentation Received	Notes
Halibut Point State Park Advisory Committee	June-81		Marjorie Davis / 1987 (Chair); Mary Ann Edwards, Charles Amazon, Balzarini (?), Gail Daigle, TTOR delegate, Rockport selectman delegate	Unknown	Response letter from Chair	"Terms have been very informal", Committee meets about twice/year at call of chairman
Harold Parker State Forest Advisory Committee	May-83					
Horseneck Beach State Reservation Advisory Council	January-91	Initiative by former Senator Thomas Norton	Richard Earle, John Hill, Virginia Kitchen, Michael Healy, Rep. Michael Rodrigues, William Tripp, Chris Capone, Gay Gillespie	None	Response letter, letter of invitation, letter of acceptance, sign in lists for first and last meetings	The first meeting was open to all interested residents - all in attendance were named to advisory council. No mission statement or bylaws. No meetings for over one year. A lack of issues has resulted in a lack of attendance and meetings.
Lake Wyola State Park Advisory Committee	January-98					

DEM Citizen Advisory Committees (CACs)
Summary Listing

Citizen Advisory Committee (CAC)	*Date CAC Established*	*Method CAC Established*	*Current membership/Dates of appointment or reappointment*	*CAC Bylaws*	*Documentation Received*	*Notes*
Lawrence Heritage State Park Advisory Committee	February-87	Policy Directive #607	**Appointed by DEM Commissioner:** Alcira Marin Kane/1988; Jim Lyons/1988; James O'Keefe/1997; Abe Beshara/1987 -- **Appointed by Lawrence Mayor:** David Burke (Chair)/1992; Ray DiFiore/1987; James Driscoll/1997 or 1998??; Michael Driscoll/1996??	Unknown	Response letter, membership list, original meeting notice, original appointments list, policy directive #607, approval of committee establishment, letter of resignation from	
Manuel F. Correllus State Forest Advisory Committee	N/A					
Marlboro-Sudbury State Forest Advisory Committee	April-96					
Mt. Greylock State Reservation Advisory Committee	1968					

Citizen Advisory Committee (CAC)	Date CAC Established	Method CAC Established	Current membership/Dates of appointment or reappointment	CAC Bylaws	Documentation Received	Notes
Mt. Holyoke Range State Park Advisory Committee	1970					
Mt. Tom State Reservation Citizens Advisory Committee	January-90	St.1990, C.150, s.154	Karen Simon (Chair), Elbert Bowler, Kay Burnett (Secretary), Sally Evans, Pat Fletcher, John O'Connor, Art O'Leary, Bob Schwobe, Charles Spencer, Russ Bardwell (Mt. Tom supervisor), John Cote, Lynn Harper, Bob Lout, Fred Morrison, Daniel Schell		November 1999 meeting minutes	
Myles Standish State Forest Advisory Council	September-86	Unknown	As of 1986, there were approximately 39 members on the council's mailing list	Unknown	Old mailing lists (1986)	
Nickerson State Park Advisory Committee	1985					

DEM Citizen Advisory Committees (CACs)
Summary Listing

Citizen Advisory Committee (CAC)	*Date CAC Established*	*Method CAC Established*	*Current membership/Dates of appointment or reappointment*	*CAC Bylaws*	*Documentation Received*	*Notes*
Norwottuck Rail Trail Advisory Committee	February-92	Ad Hoc	Arthur Swift / 1992; Pete Westover / 1992; Barbara Frani / 1999 (Amherst) :: David Farnham / 1994; Ralph Kendall / 1998 (Hadley) :: Frank Olbris / 1992; Charlotte Kitowski / 1992; James Lowenthal / 1998 (Northampton) :: Region IV supervisor and assistant supervisor (DEM)	None	Response letter	Monthly meetings from March to November. Members serve as long as able and interested. Minutes taken at every meeting. Majority rules in the rare case when a vote is taken. DEM staff do not vote, though. Members appointed by communities involved (Amherst, Hadley, Northampton).
Otis Reservoir Advisory Committee	July-69					
Roxbury Heritage State Park Advisory Committee	December-84					
Sandy Point State Reservation Advisory Committee	September-75	DEM - Commissioner Bette Woody	Arthur Ober; Judi Lynn Marchesini, Joseph Parks, Wayne Castonguay, John Noonan, Stephen Smith, Rudy Sawyer, George Cairns, Kevin Moore, David Cain, John Kellstrand, Diane Richards, Nancy Creamer, Wayne David, Fred Hanson, Tom Russano, Paul Accamando, Bill Dimento, Fred Hardy, Ron Barrett, Alan White, Jim Dondero, Henry Walker, Charles Eicher	Unknown	Address list, DEM notification letter (2), meeting notice, interagency memo, meeting minutes, user requests, notification of nomination letters (6)	

Citizen Advisory Committee (CAC)	Date CAC Established	Method CAC Established	Current membership/Dates of appointment or reappointment	CAC Bylaws	Documentation Received	Notes
South Cape Beach State Park Advisory Committee	December-75	St. 1982, C.287	Morris Kirsner / 1975 (Chair), William Martyrs (Vice Chair), Jerry Monaghan (Secretary, Clerk), Catherine Conroy, C. Ben Lofchie (approximately 7 years ago), Francis LeBaron (approximately 7 years ago), John W. Cramer, Jr. (approximately 7 years ago), Renee King Fedala (approx. 4 years ago) ----- EX-OFFICIO, NON-VOTING MEMBERS: Sen. Rauschenbach, Rep. Nancy Caffyn, Truman Henson (CZM), Phillip Coates (DFWELE)	Procedures /voting pursuant to Roberts Rules of Order; meetings conducted pursuant to Open Meeting Law	Response letter	"There is active participation by each member." "The Public is invited to attend and express its views and opinions."
Wachusett Mountain State Reservation Advisory Council	January-69	Organized by Bruce Guilion, former F&P Director	Thomas Sullivan / July 1994 (Chair); Susan Manero / July 1998 (Princeton); John Adams / January 1996 (Westminster); Thomas Orcutt / approx. 1989 (Fitchburg); Michael Ellis / July 1997 (Gardner); vacant (Worcester); Deborah Cary / October 1994 (MAS); Chris Williams / ?? (AMC); Richard Rydant / ?? (CMRPC); vacant (Ski Area); Waleed Naqui / August 1998 (MRPC); Elizabeth Campbell / July 1998 (NRWA); Jeff Crowley / approx. 1989 (Wachusett Mountain Associates)	Unknown	Response letter, mission statement, member list; various minutes from meetings, memos	Original membership consisted of ten members. Five representing and appointed by towns of Princeton, Westminster, Gardner, Fitchburg, and Worcester. Five made by Commissioner of DEM. Since inception, others have been added - there are now approximately fourteen members. Meetings are held approximately four times per year. No standing committees. One member serves on the Wachusett Mountain Monitoring Board.
Walden Pond State Reservation Board of Directors	January-75	St. 1974, C. 638	Ken Bassett / January 1975 (Chair); Jackie Davison / January 1975; Helen Bowdoin / 1993; Marilyn Lund / 1993; Carrie Flood / 1998; Sandy Scott / 1998; David Katsuki / 1998	Unknown	Response letter, authorizing legislation	

DEM Citizen Advisory Committees (CACs)
Summary Listing

Citizen Advisory Committee (CAC)	*Date CAC Established*	*Method CAC Established*	*Current membership/Dates of appointment or reappointment*	*CAC Bylaws*	*Documentation Received*	*Notes*
Waquoit Bay Nat'l Estuarine Research Reserve Advisory Committee	1988					
Whitehall State Park Advisory Committee	December-95		Paul August / Chair (10/98), Thomas Kimberly, Skip Lukey, Sue Lukey, Louise Falkoff, Jerry Fitzgerald, Caroline Geishecker, Michael Miller, Ben Tomlin, Brian Wilson, Ed Harrow (resigned 1/9/00)		Resignation letter from Ed Harrow, Committee listing	

APPENDIX C

COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS
DEPARTMENT OF ENVIRONMENTAL MANAGEMENT

100 CAMBRIDGE STREET, BOSTON, MA 02202
PHONE 617-727-3180 FAX 617-727-9402
www.state.ma.us/dem/

January 31, 2000

Argeo Paul Cellucci
GOVERNOR

Jane Swift
LIEUTENANT GOVERNOR

Bob Durand
SECRETARY

Peter C. Webber
COMMISSIONER

Mr. Tom Rossano
Chairman
Sandy Point State Reservation Advisory Committee
22 Mohawk Cr.
Georgetown, MA 01834

Dear Mr. Rossano:

As you recall from my letter to you of December 13, 1999, the Massachusetts General Court has directed the Department of Environmental Management (DEM) to prepare a report on our citizen advisory committees (CACs.) In that letter, I requested certain information from you about your advisory committee and its members, to assist the Department in preparing the report. I appreciate the effort many of you have made in responding under the very tight timeframes we have been given. I would encourage those of you who have not yet had an opportunity to do so, to forward the information to my office as soon as possible.

In addition, as an important second step in preparation of the report, I am hoping that you will be willing to assist us in soliciting input directly from the members of CACs. Enclosed you will find copies of a "Citizen Advisory Committee Member Questionnaire", as well as stamped envelopes for mailing. In those cases where my office has a record of addresses for individual members, we have included mailing labels. If such mailing labels need updating or correcting, please do so, and forward to us a copy of the updated mailing list.

We would greatly appreciate your forwarding a questionnaire to each of your committee members as soon as possible. Please note that we would like to receive the completed surveys by February 14 if at all possible, so that we will have adequate time to compile the results for inclusion in our report to the Legislature. This is due in final form by February 28, 2000.

Thank you for taking the time to assist us in gaining CAC member input as part of this process. If you have any questions, please feel free to contact, at DEM's Boston office, either Anne Fiesinger (617-626-1312) or Andy Meeks (617-626-1315.)

Very truly yours,

Peter C. Webber
Commissioner

printed on recycled paper

Citizen Advisory Committee Member Questionnaire

In the FY 2000 state operating budget, the Department of Environmental Management (DEM) was instructed by the Legislature to conduct a review and submit a report and recommendations on the structure, role, and operations of its various Citizen Advisory Committees. We are grateful for the volunteer assistance our Citizen Advisory Committees have provided to our agency and are hopeful that this undertaking will result in enhanced positive experiences for the committee members. As an end result, we look to furthering our cooperative efforts toward protecting the Commonwealth's natural, cultural, and historic resources and providing quality recreational opportunities for all our citizens.

As part of the review process, DEM would like to hear your views regarding your personal experience as a Citizen Advisory Committee member. We would appreciate your taking a few minutes to complete the following questionnaire. Thank you for your past support as an Advisory Committee member, and thank you for taking the time to assist us in this important process.

Please complete and return to DEM by February 14th – see instructions at end of survey. Thanks!

---

1. **When did you become a member of a Citizen Advisory Committee?**

2. **Have you served continuously since that time? (If the answer is no, please tell us how long you have served.)**

3. **What prompted your interest in becoming a member of a Citizen Advisory Committee?**

4. **Please describe your most-satisfying accomplishment during your tenure as a Citizen Advisory Committee member.**

5. **Please describe your greatest frustration during your tenure as a citizen advisory committee member.**

6. **Currently, how significant is each of the following functions to your role as a Citizen Advisory Committee Member? Please rank on a scale of "1" to "5", with "1" representing low significance and "5" representing high significance.**

	1	*2*	*3*	*4*	*5*
Fund-raising	☐	☐	☐	☐	☐
Advocacy to Legislature	☐	☐	☐	☐	☐
Advocacy to DEM Administration	☐	☐	☐	☐	☐
Volunteer work	☐	☐	☐	☐	☐
Park Watch Activities	☐	☐	☐	☐	☐
Oversight of park management	☐	☐	☐	☐	☐
Community outreach	☐	☐	☐	☐	☐
Park policy development	☐	☐	☐	☐	☐
Park policy review	☐	☐	☐	☐	☐
Park funding priorities development	☐	☐	☐	☐	☐
Program development	☐	☐	☐	☐	☐
Program review	☐	☐	☐	☐	☐

7. **In your opinion, how significant *should* each of the following functions be to your role as a Citizen Advisory Committee Member? Please rank on a scale of "1" to "5", with "1" representing low significance and "5" representing high significance.**

	1	*2*	*3*	*4*	*5*
Fund-raising	☐	☐	☐	☐	☐
Advocacy to Legislature	☐	☐	☐	☐	☐
Advocacy to DEM Administration	☐	☐	☐	☐	☐
Volunteer work	☐	☐	☐	☐	☐
Park Watch Activities	☐	☐	☐	☐	☐
Oversight of park management	☐	☐	☐	☐	☐
Community outreach	☐	☐	☐	☐	☐
Park policy development	☐	☐	☐	☐	☐
Park policy review	☐	☐	☐	☐	☐
Park funding priorities development	☐	☐	☐	☐	☐
Program development	☐	☐	☐	☐	☐
Program review	☐	☐	☐	☐	☐

8. **How important is each of the following to the effective administration of Citizen Advisory Committees? Please rank on a scale of "1" to "5", with "1" representing not very important and "5" representing very important.**

	1	*2*	*3*	*4*	*5*
501(c)(3) status	☐	☐	☐	☐	☐
Mission statement	☐	☐	☐	☐	☐
Communication with Park staff	☐	☐	☐	☐	☐
Communication with DEM administration	☐	☐	☐	☐	☐
Communication with community leaders	☐	☐	☐	☐	☐
Communication with park visitors and user groups	☐	☐	☐	☐	☐
Membership term limits	☐	☐	☐	☐	☐
Leadership term limits	☐	☐	☐	☐	☐
Monthly meetings	☐	☐	☐	☐	☐
Other (please elaborate)	☐	☐	☐	☐	☐

9. **(Optional): How would you describe yourself, according to the following groupings? Check all that apply.**

Self-employed ☐

Full time employee ☐

Part time employee ☐

Retired ☐

Homemaker ☐

Total household income before taxes of under $15,000 ☐

Total household income before taxes of $15,001 - $30,000 ☐

Total household income before taxes of $30,001 - $45,000 ☐

Total household income before taxes of $45,001 - $60,000 ☐

Total household income before taxes of $60,001 - $85,000 ☐

Total household income before taxes of $85,001 - $135,000 ☐

Total household income before taxes greater than $135,000 ☐

Did not complete high school ☐

High school diploma/equivalency ☐

Two-year degree ☐

Bachelor's/four-year degree ☐

Graduate degree ☐

Age group 18-25 ☐

Age group 26-45 ☐

Age group 45-60 ☐

Over 60 ☐

Male ☐

Female ☐

Caucasian ☐

Black (African-American) ☐

Latino/Spanish ☐

Asian ☐

Native American ☐

Cape Verdean ☐

Other ☐

A resident of the municipality in which a state forests and parks facility is located ☐

An interested citizen from outside the municipality in which a state forests and parks facility is located ☐

An abutter to a state forests and parks facility ☐

10. **Please feel free to share any further thoughts or suggestions regarding Citizen Advisory Committees.**

_____

_____

_____

_____

_____

_____

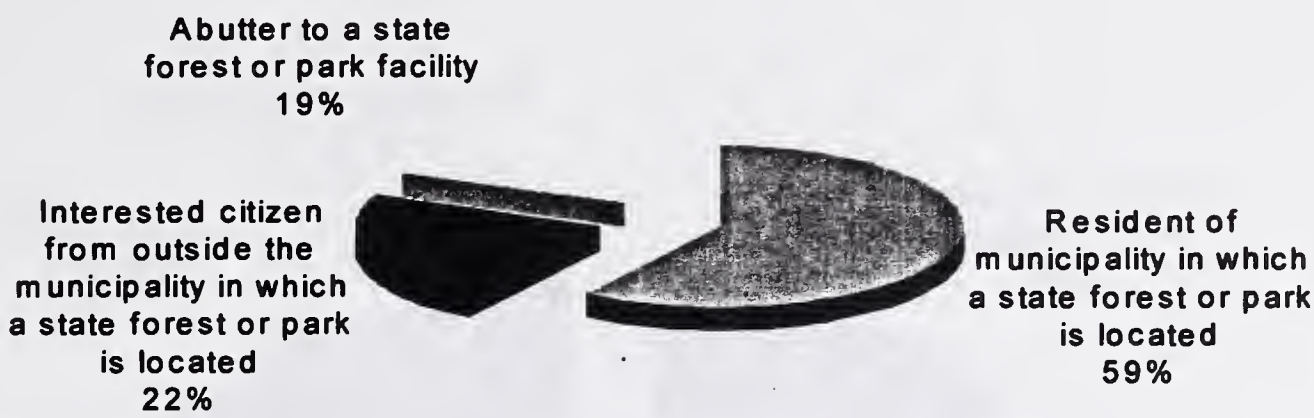
_____

Please return this form no later than Monday, February 14, 2000 to:

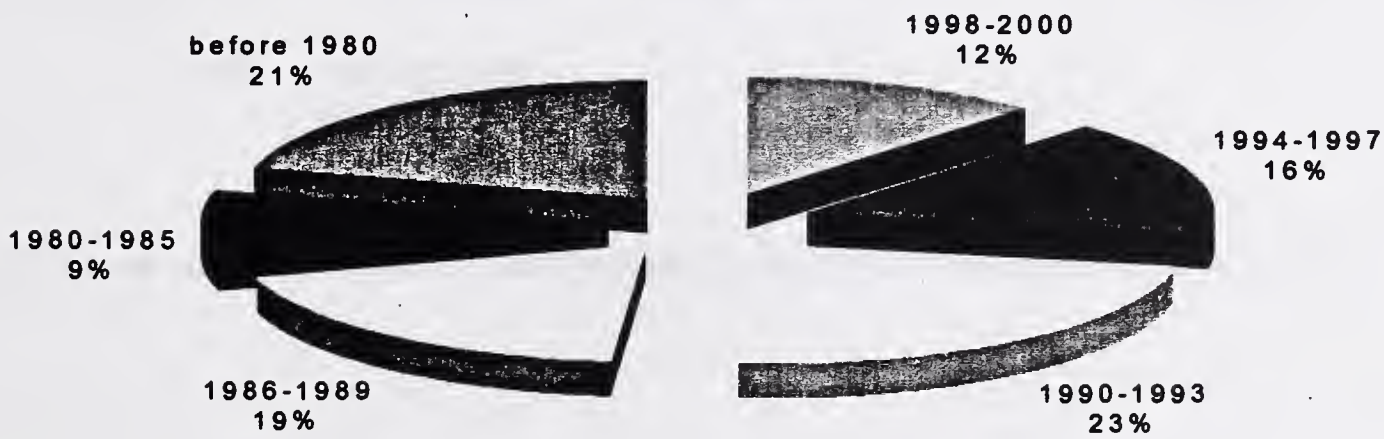
Department of Environmental Management
Division of Forests & Parks
Attn: Barbara Moran
100 Cambridge St., 19th Floor
Boston, MA 02202

APPENDIX D

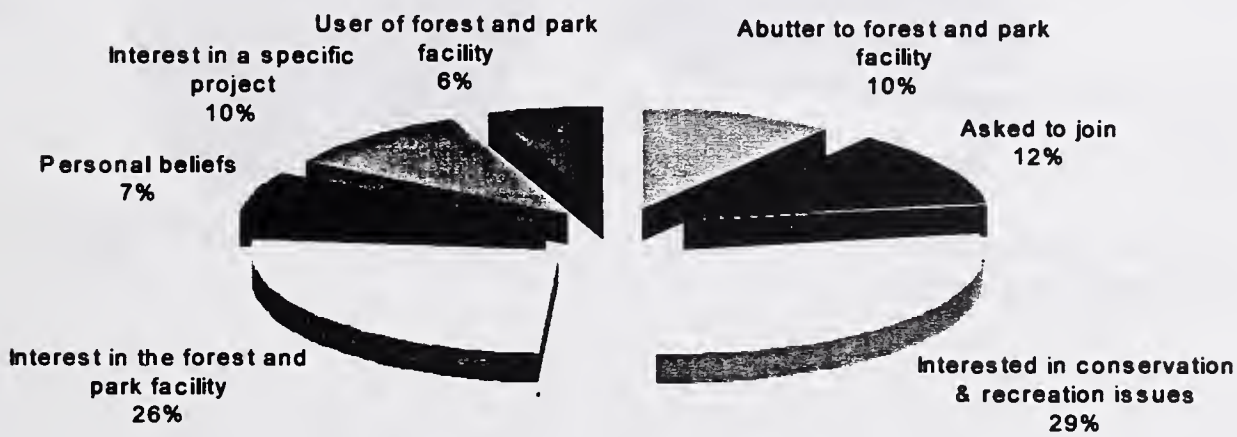
How would you describe yourself?



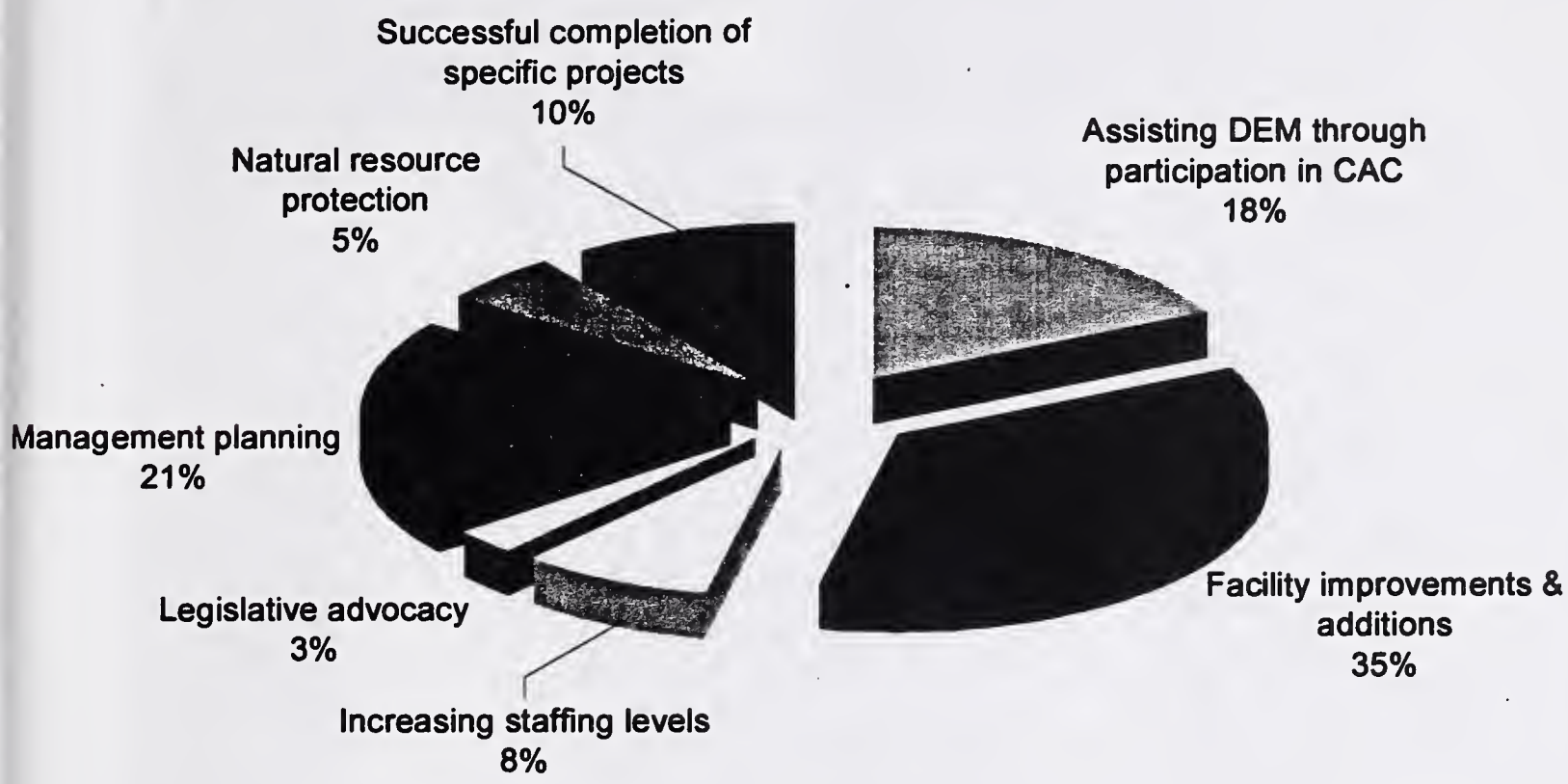
When did you first become a member of a Citizen Advisory Committee (CAC)?



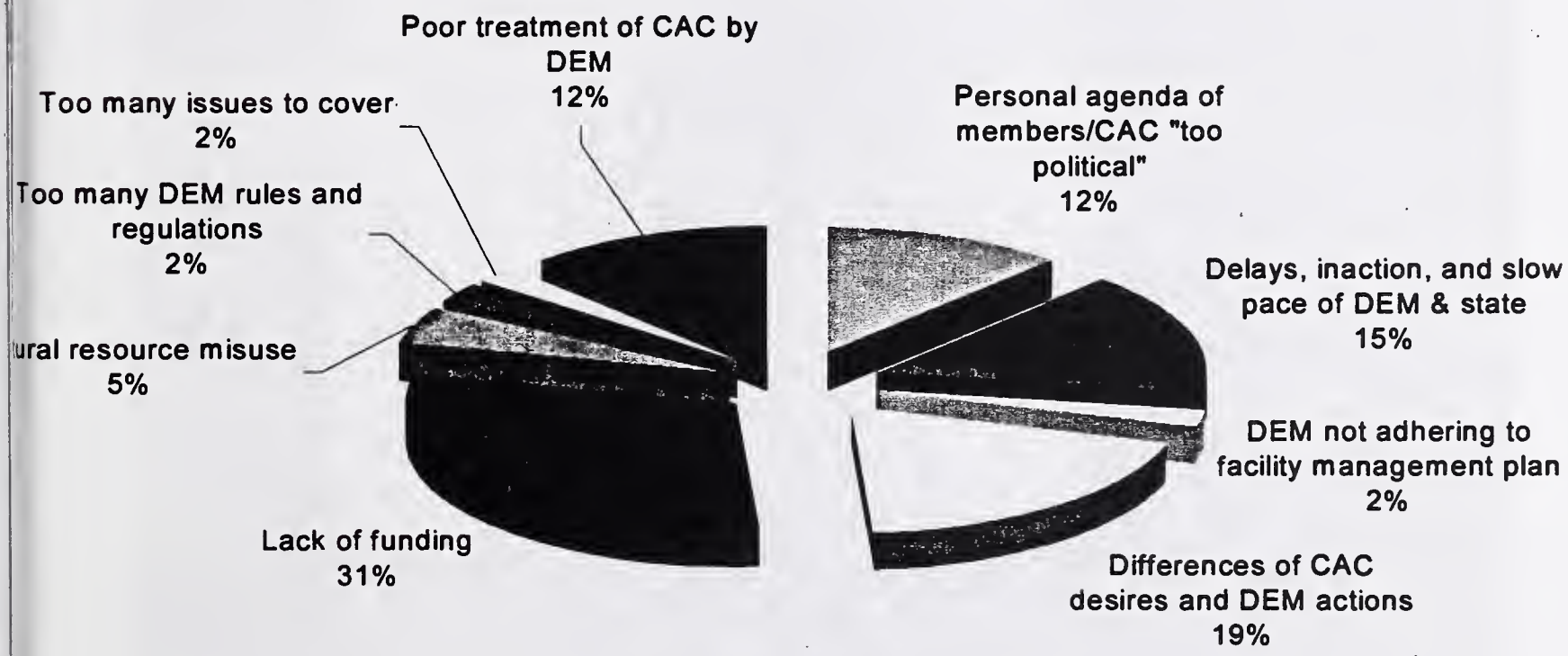
What prompted your interest in becoming a member of a CAC?

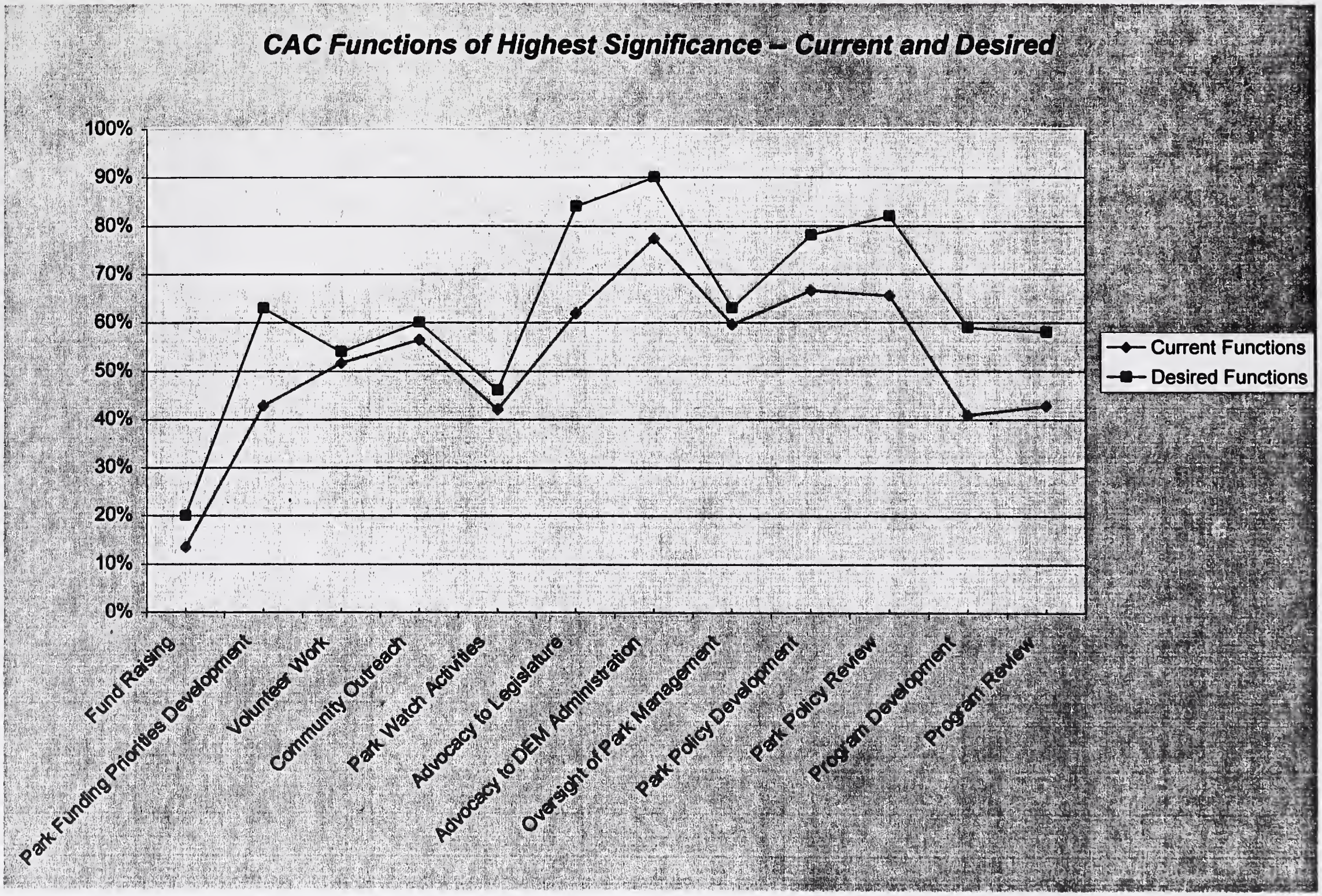


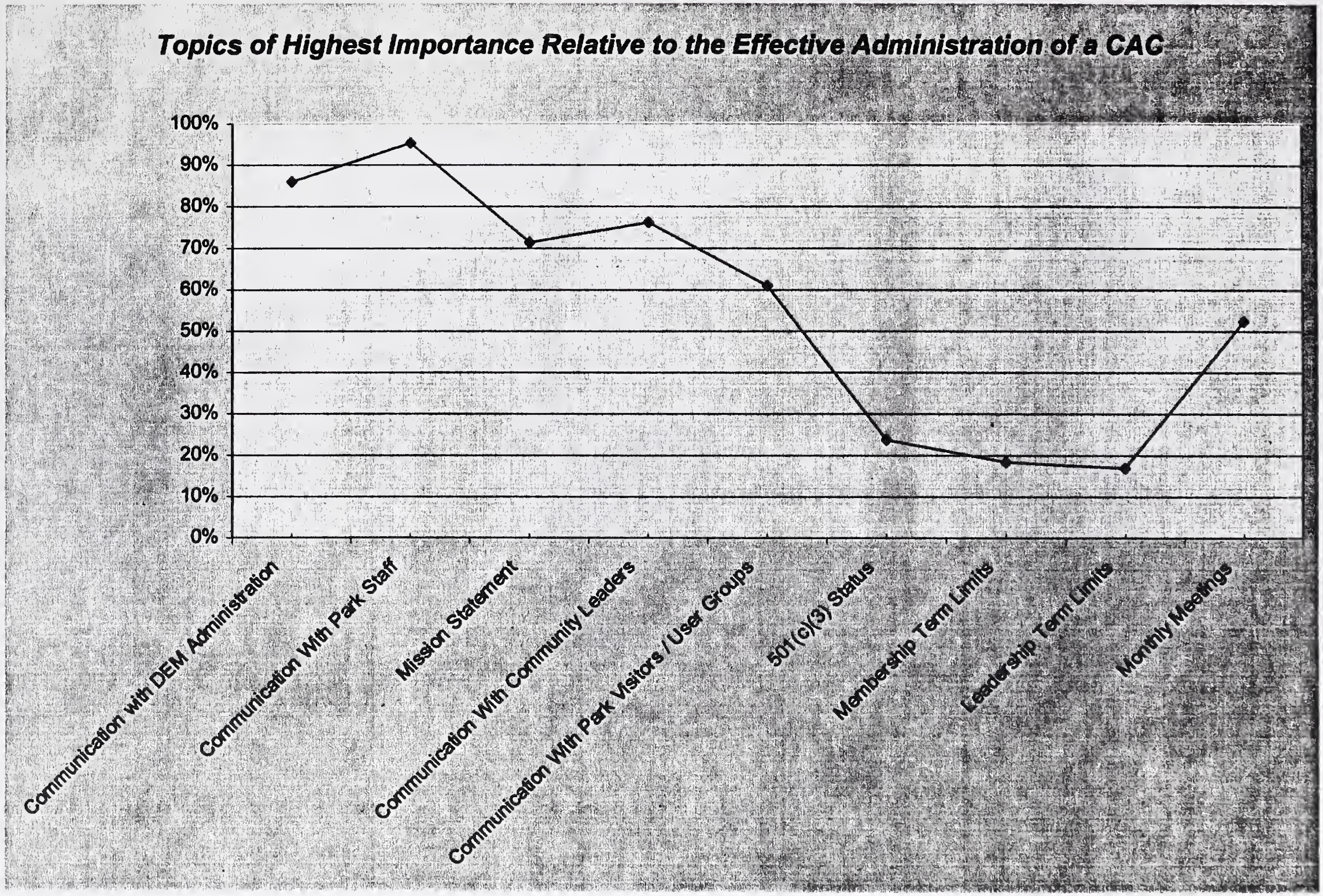
What was your most satisfying accomplishment during your tenure on the CAC?



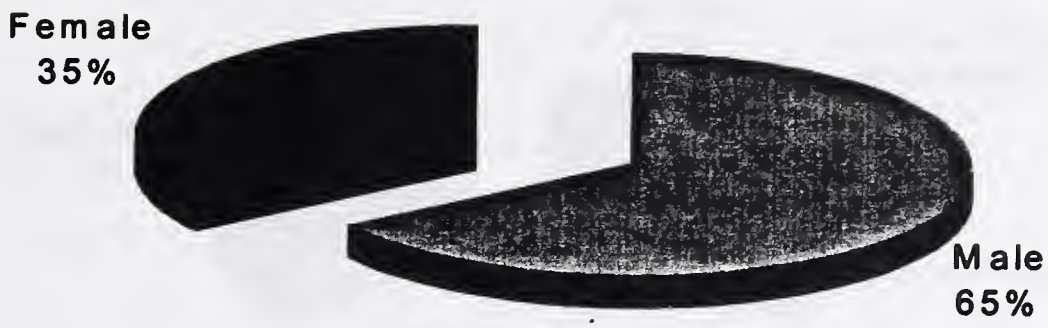
What was your greatest frustration during your tenure on the CAC?




CAC Functions of Highest Significance – Current and Desired
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Fund Raising
Park Funding Priorities Development
Volunteer Work
Community Outreach
Park Watch Activities
Advocacy to Legislature
Advocacy to DEM Administration
Oversight of Park Management
Park Policy Development
Park Policy Review
Program Development
Program Review
Current Functions
Desired Functions

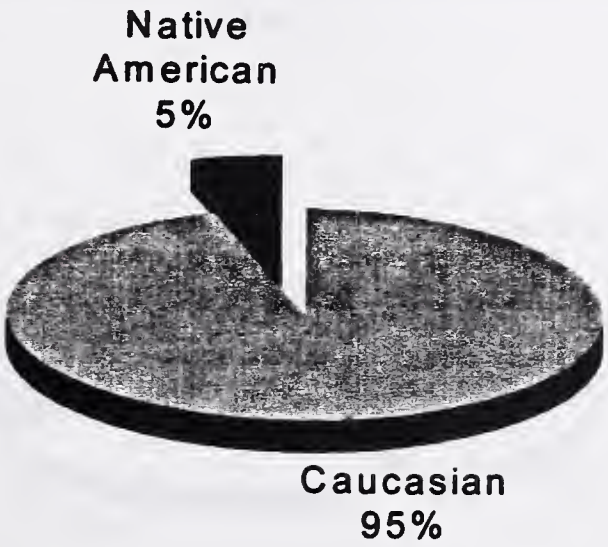

Topics of Highest Importance Relative to the Effective Administration of a CAC
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Communication with DEM Administration
Communication With Park Staff
Mission Statement
Communication With Community Leaders
Communication With Park Visitors / User Groups
501(c)(3) Status
Membership Term Limits
Leadership Term Limits
Monthly Meetings

What is your gender?

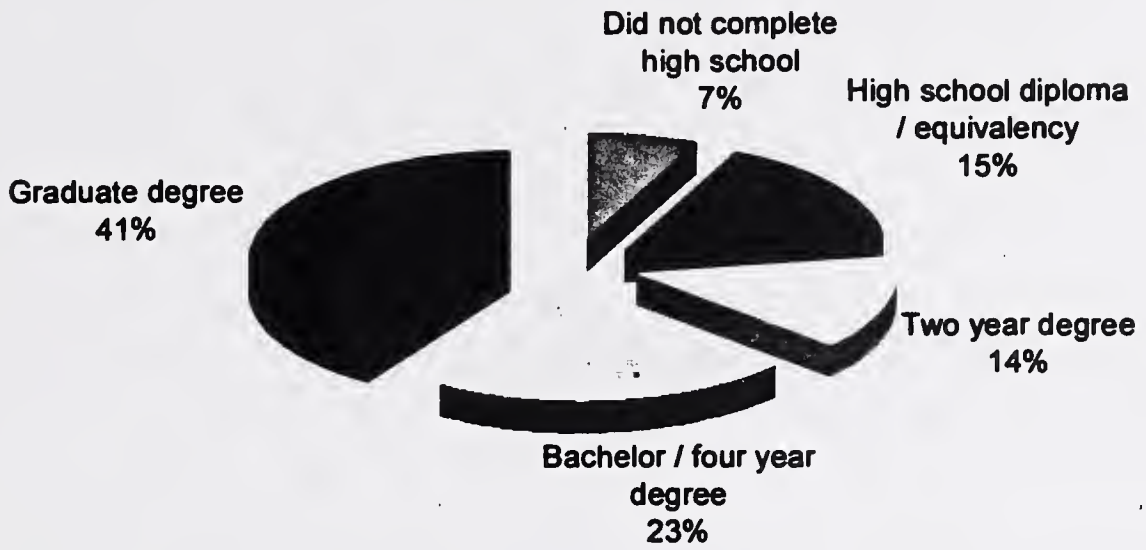


What is your age group?

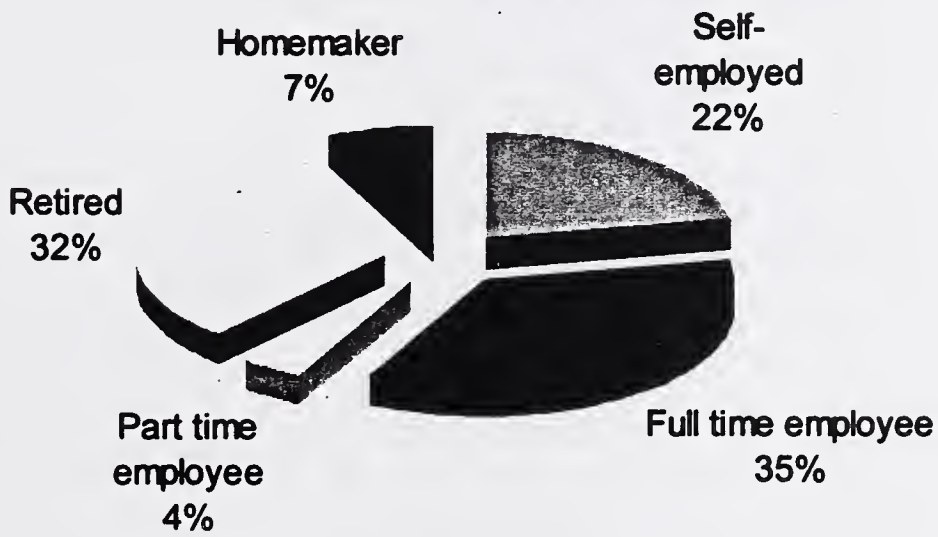
What is your ethnicity?



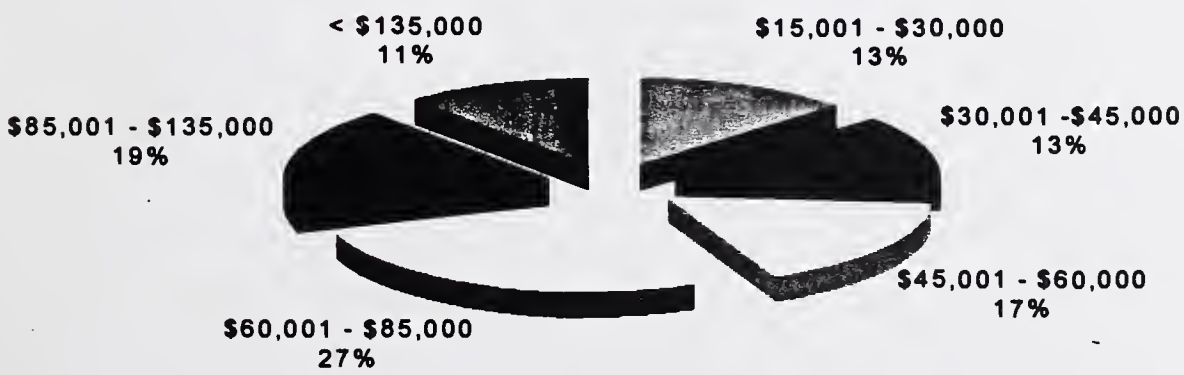
What is the highest level of education you completed?



What is your job status?



What is your total household income before taxes?



APPENDIX E

PROPOSED STANDARDS AND PROCEDURES REGARDING ADVISORY COMMITTEES FOR THE DEPARTMENT OF ENVIRONMENTAL MANAGEMENT

I. ESTABLISHMENT AND PURPOSE

A. An advisory committee for a given facility or program under the purview of the Department of Environmental Management may be established as specifically authorized by the Commissioner of the Department of Environmental Management when deemed to be in the public interest to do so in connection with the performance of the duties and mandate of the Department.

B. The purpose or purposes for which an advisory committee is established shall be specified by the Commissioner at the time of the establishment or re-establishment of such committee.

C. The Commissioner shall appoint the members of the committee, who shall serve without compensation, and shall select members in order to achieve the following objectives:
   (1) provide the committee with the expertise and knowledge to carry out its purposes;
   (2) represent the interests of the persons or entities affected by or interested in the issues to be taken up by the committee;
   (3) achieve, to the extent possible, diversity representation within the committee, with respect to race, ethnicity, and gender characteristics, as well as to recreational and conservation interests of the users of a given forest or park facility

D. For advisory committees that are authorized by the Commissioner to convene and deliberate for more than two years, members shall be appointed for staggered terms. Generally, such terms shall be for three years, and members may be appointed for successive terms.

II. POWERS AND DUTIES

A. Unless specifically authorized otherwise by the Commissioner, advisory committees shall be established for a period of time not exceeding two years.

B. Advisory committees, once constituted, shall establish, in consultation with the Department, a charter approved by the Commissioner that provides the following:
   (1) the committee's official designation;
   (2) the committee's objectives and the scope of its activity;
   (3) the period of time necessary for the committee to carry out its purposes;
   (4) the department official to whom the committee reports;
   (5) how the department will provide the necessary support for the committee;
   (6) a description of the duties for which the committee is responsible, and, if such duties are not solely advisory, a specification of the authority for such functions;
   (7) the estimated number and frequency of committee meetings;
   (8) the committee's termination date, if any, if more than two years from the date of the committee's establishment;
   (9) procedures for selection of committee chair and other officers

III. CONDUCT OF THE COMMITTEE

A. Advisory committee meetings shall be open to the public, and timely notice of each meeting shall be published as required in G.L. Chapter 30A, Section 11A 1/2. Interested persons shall be permitted to attend, appear before, or file statements with any advisory committee, subject to such reasonable rules the Chairman of the committee may prescribe. Exceptions to these requirements may be made if carried out in accordance with the provisions of said Section 11A 1/2.

B. Detailed minutes of each meeting of each advisory committee shall be kept and shall contain a record of the persons present, a complete and accurate description of matters discussed and conclusions reached, votes taken, and copies of all reports received, issued or approved by the advisory committee. The accuracy of all minutes shall be certified to by the chairman of the advisory committee and submitted to the Commissioner.

C. A designated officer or employee of the Department shall attend each meeting of each advisory committee. Absent specific authority from the Department to the contrary, no advisory committee shall conduct any meeting in the absence of that officer or employee.